

MARISSA ORLOWSKI

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EDUCATION

University of Central Florida

August 2012 – May 2016

Ph.D. in Hospitality Management

Rosen College of Hospitality Management

Phi Kappa Phi

UCF Graduate Dean's Fellow

Etta Jean & Frank Juge Graduate Fellowship Endowment

Research Interests: Food & beverage operations, including beverage and alcohol; Organizational behavior, including group dynamics and service managers/employees

Dissertation Title: "Team cohesion in the restaurant industry: The influence of core evaluations,"
Dr. Abraham Pizam, Chair

University of Central Florida

May 2016

Certificate in Advanced Quantitative Methodologies in

Educational and Human Sciences

College of Education and Human Performance

University of Colorado at Colorado Springs

January 2010 – July 2012

M.B.A. with an emphasis in Management

Graduate School of Business Administration

Beta Gamma Sigma

Awarded "Outstanding Graduate Student in Management"

Michigan State University

August 1995 – May 1998

B.A. with an emphasis in Food & Beverage

The School of Hospitality Business, Eli Broad College of Business

Honors College Graduate

Eta Sigma Delta

Dean's List

CERTIFICATIONS

SP: Spirits Professional (U.S. Bartender's Guild)

HBSC: Hospitality Beverage Specialist (Society of Wine Educators)

TIPS: Certified On-Premise Trainer (Training for Intervention Procedures)

CHIA: Certification in Hotel Industry Analytics (Smith Travel Research)

PROFESSIONAL DEVELOPMENT

- Aromatized Wine Master Class (Slate Wine & Spirits Academy), July 30, 2018
- Tequila Education Tour (U.S. Bartender's Guild & Hacienda Patron), August 7-10, 2017
- Mediation, Moderation, and Conditional Process Analysis (Statistical Horizons), led by Dr. Andrew Hayes, July 10-14, 2017
- U.S. Bartender's Guild 2017 Southern Regional Conference, New Orleans, April 23-26, 2017
- Theory of Planned Behavior (University of Central Florida), led by Dr. Icek Ajzen, March 3, 2017
- Interactive Distributed Learning IDL6543 (University of Central Florida), Spring 2017

- Multilevel Structural Equation Modeling (Statistical Horizons), led by Dr. Kristopher Preacher, July 18-22, 2016
- U.S. Bartender's Guild 2016 Southern Regional Conference, Charleston, May 8-11, 2016
- Academy of Wine & Spirits (Southern-Glazer Wine & Spirits), April-July, 2016
- SEM Bootcamp, led by Dr. James Gaskin, July 9-11, 2015

RESEARCH

Refereed Publications

Published

- LeFebvre, S., & **Orlowski, M.** (2018). Glass, plastic, bottle, or can? The influence of service vessel on consumer perceptions of beverage and restaurant quality. *International Journal of Hospitality Management*. DOI: <http://doi.org/10.1016/j.ijhm.2018.05.009>.
- Richard, B., Sivo, S., **Orlowski, M.**, Ford, R., Perth, J., Boote, D., & Witta, E. (2018). Online focus groups: A valuable alternative for hospitality research? *International Journal of Contemporary Hospitality Management*, 30(11), 3175-3191. DOI: <http://doi.org/10.1108/IJCHM-11-2017-0715>.
- Torres, E.N., Lugosi, P., **Orlowski, M.**, & Ronzoni, G. (2018). Consumer-led experience customization: A socio-spatial approach. *Journal of Service Management*. DOI: <http://doi.org/10.1108/JOSM-06-2017-0135>.
- Marasco, A., Buonincontri, P., van Niekerk, M., **Orlowski, M.**, Okumus, F. (2018). Exploring the role of next-generation virtual technologies in destination marketing. *Journal of Destination Marketing & Management*. DOI: <https://doi.org/10.1016/j.jdmm.2017.12.002>.
- Bufquin, D., DiPietro, R., **Orlowski, M.**, & Partlow, C. (2018). Social evaluations of restaurant managers: The effects on frontline employees' job attitudes and turnover intentions. *International Journal of Contemporary Hospitality Management*. DOI: <https://doi.org/10.1108/IJCHM-11-2016-0617>.
- Orlowski, M.**, Murphy, K.S., & Severt, D.E. (2017). Conflict and commitment in the restaurant industry: Perceptions from the Generation Y viewpoint. *Journal of Foodservice Business Research*, 20(2), 218-237.
- Bufquin, D., DiPietro, R., **Orlowski, M.**, & Partlow, C. (2017). The influence of restaurant co-workers' perceived warmth and competence on employees' turnover intentions: The mediating role of job attitudes. *International Journal of Hospitality Management*, 60, 13-22.
- Torres, E.N., van Niekerk, M., & **Orlowski, M.** (2017). Customer and employee incivility and its causal effects in the hospitality industry. *Journal of Hospitality Marketing and Management*, 26(1), 48-66.
- Torres, E.N., & **Orlowski, M.** (2017). Let's 'Meetup' at the theme park. *Journal of Vacation Marketing*, 23(2), 159-171.

Under Review

- Orlowski, M.**, Bufquin, D., & Nalley, M.E. The influence of social evaluations on restaurant employee extra-role customer service behaviors: A moderated mediation model. *Cornell Hospitality Quarterly*.

Work in Progress

- Orlowski, M.**, Fuchs, G., & Pizam, A. Alcohol use among hospitality and non-hospitality students: A moderated mediation model. Targeted for *Journal of Foodservice Business Research*. 90% complete.
- Wickey, J., **Orlowski, M.**, & Murphy, K.S. Attributes of customer satisfaction in casual dining restaurants: Differences between tourists and residents. Targeted for *Journal of Foodservice Business Research*. 90% complete.
- Orlowski, M.**, & LeFebvre, S. A feminine appeal? Gender association and its effect on consumer order intentions for alcoholic beverages. Targeted for *Journal of Business Research*. 80% complete.
- Orlowski, M.**, LeFebvre, S., & Back, R. Thinking outside the bottle: Effects of alternative wine packaging on consumer purchase intentions. *Journal TBD*. 50% complete.
- Orlowski, M.**, & Van Niekerk, M. Powdered alcohol and its implications for music festivals. Targeted for *Journal of Policy Research in Tourism, Leisure and Events*. 50% complete.

Books

- Brymer, R.A., Brymer, R.A., Cain, L.N., & **Orlowski, M.** (Forthcoming, Jan/Feb 2019). *Hospitality: An introduction* (17th ed.). Dubuque, IA: Kendall-Hunt.

Encyclopedia Entries, Book Reviews, & Book Chapters

- Orlowski, M.**, & Tripodi, K. (Forthcoming, Jan/Feb 2019). Beverage industry and operations. In R.A. Brymer, R.A. Brymer, L.N. Cain, & M. Orlowski (Eds.), *Hospitality: An introduction* (17th ed.) (pgs. TBD). Dubuque, IA: Kendall-Hunt.
- Richard, B., **Orlowski, M.**, & Kaak, K. (2017). Orlando, United States. In *The SAGE International Encyclopedia of Travel and Tourism*. New York, NY: SAGE.
- Richard, B., Kaak, K., & **Orlowski, M.** (2017). Theme park tourism. In *The SAGE International Encyclopedia of Travel and Tourism*. New York, NY: SAGE.
- Richard, B., Leadbeater, B., & **Orlowski, M.** (2014). Event management in sport, recreation and tourism: Theoretical and practical dimensions. *Tourism Management*, 44, 99-100.
- Richard, B., Leadbeater, B., & **Orlowski, M.** (2014). Contemporary perspectives in leisure: Meanings, motives and lifelong learning. *Anatolia: An International Journal of Tourism and Hospitality Research*, DOI: 10.1080/13032917.2014/918479.

Refereed Conference Oral Presentations

- Cain, L., **Orlowski, M.**, & Kitterlin, M. (Accepted). Festival motivation among students: A unique perspective. *2019 West Federation CHRIE Conference*, Sonoma, California, February 7-8, 2019.
- Orlowski, M.**, LeFebvre, S., & Back, R. (2018). Thinking outside the bottle: Effects of alternative wine packaging on consumer purchase intentions. *EuroCHRIE 2018*, Dublin, Ireland, November 7-9, 2018.
- Bufquin, D., & **Orlowski, M.** (2018). The influence of social perceptions on employees' work engagement and extra-role customer service. *EuroCHRIE 2018*, Dublin, Ireland, November 7-9, 2018.

- Orlowski, M., & LeFebvre, S.** (2018). Meal delivery subscriptions: Preparation involvement and perceived calorie content. *2018 Society for Marketing Advances (SMA) Annual Conference*, West Palm Beach, Florida, October 31-November 3, 2018.
- LeFebvre, S., & **Orlowski, M.** (2018). Too girly to order: Gender-based stereotypes of alcoholic beverages. *2018 Society for Marketing Advances (SMA) Annual Conference*, West Palm Beach, Florida, October 31-November 3, 2018.
- Richard, B., Sivo, S., **Orlowski, M.**, Ford, R., Perth, J., Boote, D., & Witta, E. (2018). In-person versus online focus groups: A comparison of data diversity. *2018 Annual ICHRIE Summer Conference & Marketplace*, Palm Springs, California, July 25-27, 2018.
- Orlowski, M., & Bufquin, D.** (2018). An examination of the effects of social perceptions on frontline restaurant employees' burnout and turnover intentions. *27th Council for Hospitality Management Education Annual Research Conference*, Bournemouth, United Kingdom, May 22-25, 2018.
- LeFebvre, S. & **Orlowski, M.** (2018). A feminine appeal? Gender association and its effect on consumer order intentions for alcoholic beverages. *27th Council for Hospitality Management Education Annual Research Conference*, Bournemouth, United Kingdom, May 22-25, 2018.
- LeFebvre, S. & **Orlowski, M.** (2018). Too girly to order? Exploring gender-based stereotypes about alcoholic beverages. *CHRIE SECSA Spring Conference*, Knoxville, Tennessee, March 1-2, 2018.
- Orlowski, M., & LeFebvre, S.** (2017). Glass, plastic, bottle, or can? The influence of service vessel on consumer perceptions of taste and willingness to pay. *The 4th World Research Summit for Tourism and Hospitality*, Orlando, Florida, December 9-11, 2017.
- Richard, B., **Orlowski, M.**, & Murphy, J. (2017). Full service restaurants: A big data table assignment scenario and research agenda. *15th Annual APacCHRIE Conference*, Bali, Indonesia, May 31-June 3, 2017.
- Torres, E., Lugosi, P., **Orlowski, M.**, & Ronzoni, G. (2017) Consumer-driven experience customization: A multi-method empirical study. *26th Council for Hospitality Management Education Annual Research Conference*, Aalborg, Denmark, May 16-19, 2017.
- Marasco, A., Buonincontri, P., van Niekerk, M., **Orlowski, M.**, Okumus, F. (2016). Visiting intentions for cultural heritage sites: The role of virtual reality (VR) experiences with wearable computing devices. *Consumer Behavior in Tourism Symposium*, Bruneck-Brunico, Italy, December 14-17, 2016.
- Torres, E.N., & **Orlowski, M.** (2016). Experience co-creation in hospitality via immersion in a 'Meetup' group. *EuroCHRIE 2016*, Budapest, Hungary, October 26-28, 2016.
- Orlowski, M., & Van Niekerk, M.** (2016). Powdered alcohol: Risk perceptions and potential use by outdoor music festivals (OMF) attendees. *Global Events Congress VII*, Indianapolis, Indiana, July 5-8, 2016.
- Orlowski, M., Severt, D.E., & Murphy, K.S.** (2013). Perceived management conflict and the effects on the organizational commitment of Generation Y restaurant employees. *The 2nd World Research Summit for Tourism and Hospitality*, Orlando, Florida, December 15-17, 2013.
- Orlowski, M., & Croes, R.** (2013). Redefining the debate on destination personality. *The 6th International Conference on Services Management*, Cyprus, June 23-25, 2013.
- Nominated for Best Paper Award

Refereed Conference Poster Presentations

- Richard, B., & **Orlowski, M.** (2015). Big data & restaurant table assignment: Exploring the practical and ethical considerations. *The 3rd World Research Summit for Tourism and Hospitality and 1st USA-China Tourism Research Summit*, Orlando, Florida, December 15-19, 2015
- LeFebvre, S., **Orlowski, M.**, & Severt, D. (2015). Glass, plastic, bottle, or can? The influence of service vessel on consumer perceptions of beverage and restaurant quality. *2015 Graduate Research Forum*, University of Central Florida, Orlando, Florida, March 31, 2015.
- Orlowski, M.**, & Joseph, D. (2015). Presenteeism among hospitality managers: The effects of organizational absence climate salience and team cohesion. *The 20th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism*, Tampa, Florida, January 8-10, 2015.
- Orlowski, M.**, & Ro, H. (2015). Extraversion and team effectiveness in the restaurant industry. *The 20th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism*, Tampa, Florida, January 8-10, 2015.
- Orlowski, M.**, Lefrid, M., & Chen, P. (2014). Dimensions of Generation Y turnover in the hospitality industry: Retaining Millennials beyond the 90-day probationary period. *The 19th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism*, Houston, Texas, January 3-5, 2014.
- Orlowski, M.**, Severt, D.E., & Murphy, K.S. (2013). Perceived management conflict and the effects on the organizational commitment of restaurant employees. *2013 Graduate Research Forum*, University of Central Florida, Orlando, Florida, April 2, 2013

Grants & Contracts (Total \$58,275)

Maximizing Restaurant Wine Sales Through External Wine Education and Certification: An Assessment of Training Effectiveness and ROI

Sole Principle Investigator

Sponsor: The Wine & Spirits Education Trust

Value: \$44,775

Timeframe: October 2018 – April 2020

2018 Tampa Bay Hotel Industry Compensation Analysis

Sole Principle Investigator

Sponsor: Hillsborough County Hotel & Motel Association

Value: \$7,500

Timeframe: April – December 2018

2017 HCHMA Hourly Compensation Analysis

Sole Principle Investigator

Sponsor: Hillsborough County Hotel & Motel Association

Value: \$6,000

Timeframe: July – December 2017

Grants & Contracts (Submitted, Not Funded)

External Wine Education and Certification in the Fine Dining Restaurant Environment

Sole Principle Investigator

Sponsor: Treasury Wine Estates

Value: \$6,000 requested (not funded)

Maximizing Sales Force Performance through Non-Cash Incentives: A Socio-Demographic Approach

Co-Investigator

Sponsor: Incentive Research Foundation

Value: \$40,000 requested (not funded)

Industry Publications

Torres, E.N., & Orłowski, M. (2017, May 31). Meeting up for a day in the park. *InPark Magazine*, <http://www.inparkmagazine.com/meeting-up-for-a-day-in-the-park/>.

TEACHING

University of Central Florida

August 2012 - Present

Assistant Professor, Fall 2016 – Present

Adjunct Professor, Summer 2016

Graduate Teaching Associate, Fall 2012 – Spring 2016

Foodservice & Lodging Management Department, Rosen College of Hospitality Management

Courses taught:

- HFT 4065 Fine Spirits – Mixed Mode
- HFT 4861 Beverage Management – Online, Mixed Mode, Face-to-Face
- HFT 4266 Hospitality Brand Management – Mixed Mode, Face-to-Face
- HFT 3263 Restaurant Management – Mixed Mode, Face-to-Face

Kyung Hee University Summer Seminar Program

July 2015

Hosted by the Rosen College of Hospitality Management at the University of Central Florida

Instructor

- Led a group of 30 undergraduate hospitality students from South Korea through a one-week seminar on Theme Parks & Attractions
- Students worked in teams to develop new theme park concepts, including rides, entertainment options, and food & beverage outlets

Dissertation Committees

- Scott Richardson, Department of Foodservice & Lodging Management, Rosen College of Hospitality Management, UCF
- Jennifer Reddit, Doctoral Candidate, Department of Foodservice & Lodging Management, Rosen College of Hospitality Management, UCF
- Trishna Gajjar, Doctoral Candidate, Department of Hospitality Services, Rosen College of Hospitality Management, UCF

Teaching Interests

Beverage Management	Research Methods/Data Analysis
Fine Spirits Management/Advanced Spirits	Human Resources Management
Restaurant Management	Leadership/Organizational Behavior

SERVICE

Service to the University

Department

- Member, Beverage (ad-hoc) Committee, 2016-present

College

- Member, Promotion Committee – Instructors, 2018-2019
- Member, Planning, Advisory, and Assessment Committee, 2016-2018
- Co-Chair, *Rosen College of Hospitality Management Pineapple Ball*, Orlando, October 29, 2016
- Co-liaison, UCF Rosen College student volunteer team for CFHLA Bacchus Bacchus Bash, 2017 (committee member in 2016)

University

- Member, Faculty Advisory Compliance Committee, 2018-present
- ICASA cocktail event in partnership with UCF Business Services and Aramark, September 29, 2016
- Autopista spirits tasting event in partnership with UCF Undergraduate Admissions, June 8, 2016

Service to Professional Organizations

Professional Membership & Committee Appointments

- Member, U.S. Bartender's Guild (USBG), 2015-present
 - Voting Member, Master Accreditation Committee, September 2018-present
 - Secretary, Orlando Chapter, 2015-2017
 - Chapter Lead (Orlando), National Education Week, October 2017
 - Chapter Delegate, National Leadership Conference, Detroit, August 13-16, 2017
- Member, ICHRIE, 2017-present
 - Director of Research, Beverage Special Interest Group, 2018-present
- Member, Society of Wine Educators (SWE), 2014-present
- Member, Academy of Management (AOM), 2011-present
- Member, National Restaurant Association (NRA), 2011-present
- Member of CFHLA Bacchus Bash Committee (Volunteer sub-committee), 2015-2017

Keynote/Panel Speaker

- Keynote Speaker, Hillsborough County Hotel & Motel Association General Membership Meeting, September 6, 2018
- Panelist, ANAHEI/M3 Center Panel “Academic Peer Reviewing: Benefits and Challenges”, March 7, 2018
- Keynote Speaker, Hillsborough County Hotel & Motel Association General Membership Meeting, October 5, 2017

- Speaker, Orange County Public Schools Hospitality Management Magnet Program, 2014-2016

Industry/Community Events

- Judge, Herradura Legends, Semi-Finals, Orlando, October 15, 2018
- Judge, Marriott International Master of the Craft Cocktail Competition, Florida State Finals, August 15, 2018
- Judge, Fernet-Branca Florida Regional & State Cocktail Competitions, 2015 – 2018
- Judge, Espolon Tequila COCKtail Fights Orlando vs. Tampa/St. Pete, June 26, 2017
- Judge, USBG Orlando/Basil Hayden Iron Bartender Competition, April 11, 2017
- Judge, Ketel One Master of the Mule Florida Regional (Orlando) Competition, March 13, 2017
- Judge, Central Florida High Schools Culinary and Hospitality Competition, 2014-2015

Service to Journals and Conferences

Academic Journals

- Assistant Editor & Editorial Board Member, *International Journal of Contemporary Hospitality Management*, 2017-present
- Ad-Hoc Reviewer
 - *International Journal of Hospitality Management*, 2018-present
 - *International Journal of Contemporary Hospitality Management*, 2016-present
 - *Journal of Destination Marketing & Management*, 2018-present
 - *Journal of Foodservice Business Research*, 2016-present
 - *Journal of Hospitality Marketing & Management*, 2018-present

Conferences

- Moderator/Session Chair, *2018 Annual ICHRIE Summer Conference & Marketplace*, Palm Springs, California, July 25-27, 2018.
- Chair, Organizing Committee, *The 4th World Research Summit for Tourism and Hospitality and 2nd USA-China Tourism Research Summit*, Orlando, Florida, December 8-11, 2017
- Co-Chair, Organizing Committee, *The 4th International Conference on Events (ICE)*, Orlando, Florida, December 12-14, 2017
- Member, Organizing Committee, *The 3rd World Research Summit for Tourism and Hospitality and 1st USA-China Tourism Research Summit*, Orlando, Florida, December 15-19, 2015
- Member, Organizing Committee, *t-FORUM: The Tourist Intelligence Forum 1st Global Conference*, Naples, Italy, May 4-7, 2015
- Member, Organizing Committee, *The 2nd World Research Summit for Tourism and Hospitality*, Orlando, Florida, December 15-17, 2013
- Reviewer
 - *2019 APacCHRIE & EuroCHRIE Joint Conference*, Hong Kong, China, May 22-25, 2019
 - *The 24th Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism*, Houston, Texas January 3-5, 2019
 - *EuroCHRIE 2018*, Dublin, Ireland, November 7-9, 2018
 - *2018 Society for Marketing Advances (SMA) Annual Conference*, West Palm Beach, Florida, October 31-November 3, 2018
 - *The 22nd Annual Graduate Education & Graduate Student Research Conference in Hospitality and Tourism*, Houston, Texas, January 5-7, 2017

INDUSTRY CONSULTING

Orlando Hotel Industry Wage Survey, 2015-2018

- Developed a comprehensive survey for 15-20 full-service hotels (500+ rooms with convention facilities) in the Orlando market regarding hourly wages, benefits, and banquet service charges and fees
- Administer the survey annually, analyze data, and deliver property-specific final reports for Human Resources Directors in the Orlando market

Hillsborough County Hotel & Motel Association Compensation Survey, 2015-2016

- Developed a customized compensation survey for the 70 member hotels of the Hillsborough County Hotel & Motel Association (HCHMA)
- Analyzed data and provided multiple reports (geographic segmentation, service level segmentation) for the HCHMA to distribute to participating members

Naples/Marco Island Hotel Industry Wage Survey, 2016-2018

- Developed a comprehensive survey for 13-15 hotels across two markets regarding hourly wages, manager salaries, benefits, and banquet service charges and fees
- Administer the survey annually, analyze data, and deliver property-specific final reports for Human Resources Directors in the markets

Orlando Meeting Sales & Services Survey, 2016

- Developed a custom survey for 10 full-service hotels with conventions/meeting space in Orlando regarding base salary and bonus programs for Sales Managers and Convention Services/Event Managers
- Administered the survey, analyzed data, and delivered final report to Human Resources Directors

Expert Witness

- Serve as expert witness for beverage/alcohol-related lawsuits
- Retained by Erdmann & Stumbo, PLLC, 2018-2019
- Retained by Alvarez, Winthrop, Thompson, & Storey, P.A., 2017-2018
- Retained by McAlpin Conroy, 2015-2016

SPECIALIZED GRADUATE COURSEWORK/TRAINING

Latent Variable Modeling
Psychometrics
Multilevel Data Analysis
Analysis of Survey Data

Organizational Psychology II
Training & Team Performance
Advanced Training in Hospitality

PROFESSIONAL EXPERIENCE

Walt Disney World Parks & Resorts

September 2008 – April 2012

Catering Guest Service Manager

Disney's Boardwalk Resort & Conference Center, 2010-2012

Disney's Contemporary Resort & Catering Region, 2008-2010

Orlando, FL

- Led departmental efforts to streamline beverage operations for Walt Disney World Catering line of business
 - Developed a beverage training program for both Walt Disney World Catering Managers and hourly Cast Members that reflects updated standards and operating procedures

- Developed new methods for inventory control that allow for increased accuracy in inventory tracking and consistency between Catering locations
- Taught beverage classes to over 500 managers and hourly Cast Members
- Created Specialty Beverage menus for global use
- Collaborated with Executive Chef and Sous Chefs to create food and wine pairings and non-alcoholic beverages for breakfast menus and coffee break packages
- Championed integration of the MATRA POS system into Catering bar operations
- Clients' primary contact for both Food & Beverage events and facility needs, including room sets and décor, F&B presentation, and staffing
 - Partnered with internal lines of business and third-party vendors to ensure client needs are met and executed to the Walt Disney World standard
 - Partnered with Global Scheduling to ensure events are staffed appropriately
 - Partnered with Convention Services team to create Magical Moments, custom menus and unique beverage offerings for individual clients
- Led teams of 30-60 full-time Cast Members including servers, housemen, concierges, and stewards
 - Oversaw set-up, service, and breakdown of F&B events for up to 2000 guests
 - Coordinated housemen and stewarding teams to ensure accurate room sets and equipment pulls

The Cheesecake Factory

August 2005 – September 2008

Senior II Manager

Mid-Atlantic Region, 2006-2008

Central Florida Region, 2005-2006

- Managed daily operations in high-volume upscale locations with sales ranging from \$10 million to \$13 million annually
- Senior member of the New Restaurant Opening management team for Dulles, VA
 - Coordinated new-hire and cross-training for both Front of House and Culinary staff
 - Facilitated orientation and Front of House training role-plays
- Managed Bar operations and consistently exceeded company standard for bar efficiencies and cost of sales
- Managed Bakery operations including ordering and receiving and consistently met efficiency goals
- Effectively coached, developed and mentored junior managers, managers-in-training, and STAR staff through one-on-one meetings and performance reviews
- Orchestrated all hiring and training for The Cheesecake Factory-Dulles new restaurant opening
- Certified in the Talent Plus and Batrus interviewing systems
- Investigated and resolved food and beverage quality and service complaints, ensuring guest satisfaction
- Effectively scheduled workgroups ranging from 8-100 staff members while balancing operational demands and staff requests
- Raised Commitment to Service scores for two Front Desk teams to above 90%

Bennigan's Grill & Tavern

January 2000 – August 2005

General Manager, 2004-2005

Altamonte Springs, FL

- Led a team of two senior managers, three shift leaders, and 40 hourly employees in a community-driven location with sales exceeding \$1.5 million
- Oversaw all hiring, training, scheduling, and terminations for hourly personnel
- Full P&L responsibility, including cost of goods, labor management, cash handling, controllable expenses, forecasting, and reconciliation
- Coached and developed managers and shift leaders through one-on-ones and directional meetings
- Oversaw all food preparation and presentation
- Consistently scored above the company national average in Mystery Shopper reports for quality of both food and service

Bar Manager, 2002-2004

Kissimmee, FL

- Managed daily operations in a high-volume tourist-driven location with sales exceeding \$3 million annually
- Conducted orientations and coordinated training for all newly hired employees, including development of training materials and menu tests
- Facilitated regional manager training and development classes, including P&L reconciliation, beverage management and ServSafe
- P&L management including weekly and monthly reporting, forecasting, and reconciliation
- Reduced beverage cost by 0.9% and days-on-hand inventory to below company standard
- Led a team of 8-10 bartenders and oversaw all bar operations including inventory control, ordering, pricing, scheduling, training, promotions, and vendor relations
- Created a positive public image by partnering with Osceola Chamber of Commerce to provide lunch for annual charity golf tournament

Coordinator of Training/Shift Leader/Server, 2000-2002

Lake Buena Vista, FL

Walt Disney World Parks & Resorts

June 1998 – November 2000

Restaurant Guest Service Manager

Magic Kingdom Restaurant Operations ~ Columbia Harbour House/Sleepy Hollow

Orlando, FL

- Managed daily operations in a restaurant with sales exceeding \$7 million while balancing cast, guest, and financial needs
- Led a team of over 60 front line Cast Members in front of the house and culinary roles
- Effectively coached and developed Cast Members through monthly one-on-one sessions and homeroom meetings
- Acted as Scheduling Liaison by meeting weekly with the Labor Manager to balance Cast Member requests and operational demands
- Planned and coordinated in-house special events, cast celebrations, and quarterly Townhalls
- Acted as Diversity Champion for Magic Kingdom Restaurant Operations, planning and coordinating quarterly celebrations for the department and monthly celebrations for the location

Michigan State University

August 1997 – May 1998

Director of Special Events & Executive Assistant to Chef Robert H. Nelson, CEC, CCE, AAC, CFBE,

Dr. Lewis J. and Mrs. Ruth E. Minor *Chef de Cuisine*

The School of Hospitality Business

- Created dining room layouts for plated dinners, buffets, and receptions, including set-up and service flow
- Developed and designed menus
- Scheduled, trained, and managed front-of-house and culinary staff